

9/88

A JOINT CONFERENCE ON MANAGEMENT OF INSURGENCY/COUNTER-INSURGENCY CONFLICT

I. General Principles and Administration

Aim is a lively, candid exchange, guided but not constrained, to elicit useful lessons for decisionmakers in the next administration.

Small number of principals (10-15 around the table, backbenchers and briefers as needed, but not too many), off-site for concentration, two working days (e.g., fly to site evening of day 1, work day 2, return to DC mid-afternoon of day 3).

Either just before or just after Xmas holidays...need enough time to plan.

Should concentrate on insurgency/counter-insurgency conflicts US has and has not been directly involved in [redacted]

But not other Third World conflicts of interest, e.g., Iran-Iraq/Gulf, Falklands, because this would bring in a whole different group of people and severely distort the agenda.

Sponsored/hosted by OSD/ISA; supported/"sited" by National Intelligence Council... [redacted]

II. Agenda in Overall Terms

What kinds of CI/I/LIC type conflicts are we likely to get into or have to decide whether or not to get into in the 1990s? Like the 1980s?

Do we as a government understand the political, diplomatic, and military dynamics of these conflicts? Where are we weak? How do we fix it?

Why were we quite successful in [redacted] and quite unsuccessful in [redacted] Where in the USG lie the keys to the difference?

Do we have the "operational" capabilities to manage conflicts of this kind adequately in the field, including political planning and execution? What is the true importance of "covertiness?"

How should the policy process for running such conflicts be managed within the Executive Branch? Was the setup of the Reagan years too tight, too loose?

How should relations with Congress, the Press, and the Public be managed? How far and with what tools should an Administration go in building support for its policy?

III. Who Should be Invited?

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There is, according to NSC, no special reason or urgency to this meeting. The main reason is that Oakley is in town and wanted a four d'horizon before returning.

But Oakley is pretty sure to stir up something, so to keep track

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